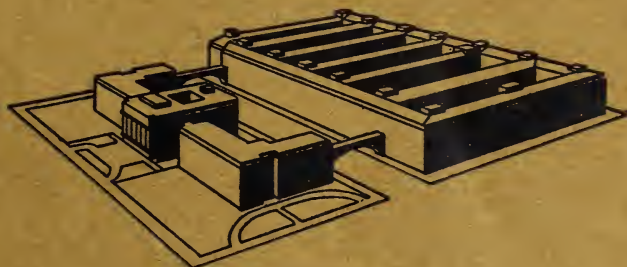


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*To the Members
of the
Department of Agriculture*



**A HANDBOOK
for Your Information**

Miscellaneous Publication No. 532
U. S. DEPARTMENT OF AGRICULTURE

October 1943
Slightly revised April 1944

THE UNITED STATES DEPARTMENT OF AGRICULTURE

Office of the Secretary

Mail address

ARA	AGRICULTURAL RESEARCH ADMINISTRATION	(Unless otherwise noted, U. S. Department of Agriculture, Washington 25, D. C.)
BAI	Bureau of Animal Industry	
BAIC	Bureau of Agricultural and Industrial Chemistry	
BDI	Bureau of Dairy Industry	
BEPQ	Bureau of Entomology and Plant Quarantine	
BHNHE	Bureau of Human Nutrition and Home Economics	
BPISAE	Bureau of Plant Industry, Soils, and Agricultural Engineering	Beltsville, Md.
BRC	Beltsville Research Center	
OES	Office of Experiment Stations	Beltsville, Md.
FCA	FARM CREDIT ADMINISTRATION*	Municipal Auditorium, 21 W. 14th St., Kansas City 8, Mo.
FS	FOREST SERVICE	
REA	RURAL ELECTRIFICATION ADMINISTRATION*	Boatmen's Bank Bldg., St. Louis 2, Mo.

WAR FOOD ADMINISTRATION

Office of the War Food Administrator

AAA	Agricultural Adjustment Agency	
CCC	Commodity Credit Corporation	
Ext.	Extension Service	
FSA	Farm Security Administration*	Faller Bldg., 8th and Walnut Sts., Cincinnati 14, Ohio
OD	Office of Distribution	
OL	Office of Labor	
OMF	Office of Materials and Facilities	
OP	Office of Production	
FCIC	Federal Crop Insurance Corporation	
SCS	Soil Conservation Service	

STAFF OFFICES

(Serve the Secretary and War Food Administrator)

BAE	Bureau of Agricultural Economics
B&F	Office of Budget and Finance
Info.	Office of Information
Lib.	Library
OFAR	Office of Foreign Agricultural Relations
Pers.	Office of Personnel
P&O	Office of Plant and Operations
Sol.	Office of the Solicitor
GS	Graduate School (self-supporting, under Board appointed by Secretary)

*Liaison Offices in Washington.

A HANDBOOK

For Your Information



MISCELLANEOUS PUBLICATION NO. 532

UNITED STATES

DEPARTMENT OF AGRICULTURE

UNITED STATES
GOVERNMENT PRINTING OFFICE
WASHINGTON : 1944

*To*_____

*Bureau*_____

PREPARED IN
THE DIVISION OF TRAINING
OFFICE OF PERSONNEL

OCTOBER 1943
Slightly revised April 1944

FOREWORD



WE ALL have a real job. That job right now is to help the American farmer produce the food and fiber needed to win the war.

This handbook was written to help you learn more about your duties and privileges as an employee of the Department of Agriculture. Use it as a ready reference. Talk over its contents with your supervisor and your fellow employees. There are many opportunities for the employee who is anxious to improve himself, advance on the job, and increase his capacity for service to USDA.

Besides helping you to learn quickly the details which make or break the job, this handbook has a deeper purpose. That is to help you see your job as a part of a program which is building a permanent agriculture and a great country in which to live.

Claude R. Wickard
Secretary of Agriculture.

Grover B. Hill
Acting War Food Administrator.

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OFFICE SCHEDULE

Date.....

Room..... Telephone.....

Supervisor's name.....

Supervisor's home address (for emergency use).....

Supervisor's home telephone.....

Section..... Head.....

Division..... Chief.....

Office or Branch..... Chief.....

Bureau..... Chief.....

How to get here.....

Work hours..... a. m. to..... p. m. Lunch hour.....

Cafeteria location.....

Bureau personnel officer..... Room..... Extension.....

First-aid room.....

Lost and found..... Room..... Extension.....

Names of office associates:

.....

.....

.....

.....

.....

YOUR JOB



The Act of Congress which established the Department of Agriculture in 1862 directed it to “. . . acquire and diffuse . . . useful information on subjects connected with agriculture in the most general and comprehensive sense of that word.” Since that time, it has grown until it is now one of the largest Departments in Government, with many divisions, offices, agencies, and bureaus.

We are proud of the work we do in the Department of Agriculture. Standards of efficiency are high. We like to work hard, and we like to work together. The operations of the Department are so big and so complex that once you are placed, you may find it hard to realize your importance in the whole organization. But the work each person does is essential to smooth and effective government.

Your job description.—Each job is part of the Department plan. When Congress passes a law dealing with farm problems, it usually directs the Department of Agriculture to administer it. The requirements of the new law are then studied by Department officials, and technicians, supervisors, stenographers, clerks, messengers, and others are organized into a unit to make it effective. Before you were officially assigned to your position, a careful description of your work was drawn up by your bureau or agency, usually in collaboration with the classification analysts of the Department Office of Personnel.



It states just what the duties of your position are—answering the telephone and taking simple dictation, advising the Secretary on matters of policy, or directing the work of a division of the Department. Your supervisor will be glad to show you a copy of your job description. Your particular duties may in due course be modified as you progress in experience and ability.

Your supervisor.—Everyone in the Federal Service has an administrative supervisor. He will explain your work to you or designate someone else to do so. He wants you to succeed at your job. The outline on page VI covers first essentials, and a good way to begin is to fill it out with him.

If you are away from home and are having trouble finding a place to eat and sleep, you will find your supervisor ready to help with this, too. He can refer you to the Personnel Office which has lists of available rooms. The Personnel Office will also be glad to respond to banks and stores desiring a business reference for you. Be sure to give your supervisor your home address and keep him informed of changes—you may be needed in an emergency.

Hours of work.—During the emergency, the Federal Government is working 8 hours a day 6 days a week. Before the war, Federal workers had Saturday afternoons off. Starting time varies in different locations. If for some good reason you are unable to come to work or are delayed beyond starting time, telephone your supervisor promptly.

Lunch.—In Washington half an hour is allowed for lunch. Some offices in the field schedule the day to permit longer lunch periods. Workers in a unit frequently stagger their lunch hours to keep the office open, so check with your supervisor to be sure the hour you choose is convenient. Many of the Government buildings in Washington have their own cafeterias and lunch counters.

Holidays.—In peacetime the Government recognized the usual legal holidays. Since Pearl Harbor, we've been working most holidays, Christmas excepted.

Overtime.—The Department tries to complete its job during the usual work hours. When a peak load of work is carried by an office, or when important work is behind schedule, occasional overtime may be necessary. Employees required to work extra hours (beyond our regular 48-hour week) either receive additional pay or are granted compensatory time off.

YOUR PAY

When?—Twice a month, on set dates. Ask your supervisor for the schedule for your office. When the regular pay day is not a work day, payments are made on the following work day.



How?—Usually by check. For their convenience, some Washington employees are paid in cash. Arrange to collect it promptly. Checks can be held for you only a few days; cash must be sent back to the Treasury, and a check issued in its place.

If you want your check mailed to you while you are away, consult your supervisor or pay-roll clerk. Some bureaus have special forms for this purpose. It may also be possible to arrange for your check to be sent directly to your bank for deposit.

How much?—The amount depends primarily upon your grade and classification, of which more later. The Federal Government groups most of its workers into grades and classes according to the duties, responsibilities, and qualifications required for particular jobs, and a base pay for each group is set by law.

Unless your salary is fixed by a wage board, you receive this base pay, and at present overtime pay in addition to cover the increased hours regularly required by the war schedule. From this there are various deductions. If you are subject to the Retirement Act, 5 percent of the base pay (not overtime) is automatically deducted for your retirement fund, which will also be explained later. At present, income tax is also withheld at the source. Many of us are buying war bonds through the pay-roll deduction plan—we aim at 10 percent or better. Employees in some services are supplied with quarters, meals, or other items which are charged against the pay check.

The form on page 5 will help you calculate your pay, using salary tables I, p. 6 and II, p. 7 for reference.

Table I shows base pay with the proper addition for overtime and deduction for retirement already computed, and table II shows the withholding tax. These tables apply if you (1) are employed on an annual basis, (2) are not eligible for special allowances, such as quarters allowances or salary differentials for foreign service, (3) are paid semimonthly or monthly, (4) have no assignment of leave without pay during the pay period, and (5) do not earn pay for more than 48 hours during any work week.



Budgets.—What you should pay for living accommodations and other expenses is always a problem and varies widely with locality. The Office of Personnel recently issued a suggested budget for a \$1,440 worker in Washington. This was prepared by the Department's Bureau of Human Nutrition and Home Economics. Your bureau personnel officer will secure it for you on request.

Your income tax.—Present-day income taxes apply to almost all Federal salaries. In computing your income, use your gross salary—base pay plus overtime and other allowances—not your pay after deductions for retirement, etc., have been made. Many States (and the District of Columbia) also levy income taxes, and you are responsible for learning about your local laws and complying with them. The Department notifies the Bureau of Internal Revenue of your annual income from the Department, and it also sends a report to States levying income taxes. Your bureau pay-roll officer will provide you with a receipt for all taxes withheld, together with a statement of your gross income from the Department for the tax year.

* * * * *

A Letter from Thomas Jefferson to his friend,
William A. Burwell, from Monticello, February 25, 1810.

The present delightful weather has drawn us all into our farms and gardens; we have had the most devastating rain which has ever fallen within my knowledge. Three inches of water fell in the space of about an hour. Every hollow of every hill presented a torrent which swept everything before it. I have never seen the fields so much injured. Mr. Randolph's farm is the only one which has not suffered; his horizontal furrows arrested the water at every step till it was absorbed, or at least had deposited the soil it had taken up. Everybody in this neighborhood is adopting his method of ploughing, except tenants who have no interest in the preservation of the soil. . . .
(Writings of Thomas Jefferson, Washington ed., V. 5, p. 504.)

CALCULATION FORM

Date.....

Pay dates (monthly or semimonthly).....

Net for pay period (from table I).....

Deductions:

(a) Withheld under Current Tax Payment Act of 1943
(table II).....

(b) Bond purchase (voluntary).....

(c) Charges for quarters, subsistence, lost property,
etc.....

Less total deductions.....

Amount of pay check.....

Computing semimonthly pay check.—Example: A married man claiming all exemptions who (1) has one dependent child, (2) has an annual salary of \$2,000, (3) has authorized a bond deduction of \$9.38 per pay period for the purchase of a \$25 bond each month, (4) was charged \$2 for lost property, and (5) was paid on a semimonthly basis would receive \$97.21 (see Net column for annual base pay of \$2,000 under Semimonthly pay period table I) less \$9 withholding tax (see appropriate column in Semimonthly section of table II in salary bracket from \$1,980 to \$2,300), less \$9.38 bond deduction, less \$2 charge for lost property or \$76.83 in the semimonthly pay check.

Table I.—Semimonthly and monthly salaries

Annual base pay	Semimonthly pay period				Monthly pay period			
	Base pay	Over-time pay, 48-hour week	Retire-ment deduc-tion	Net ¹	Base pay	Over-time pay, 48-hour week	Retire-ment deduc-tion	Net ¹
\$1,080	\$45.00	\$11.25	\$2.25	\$54.00	\$90.00	\$22.50	\$4.50	\$108.00
\$1,140	47.50	11.87	2.38	56.99	95.00	23.75	4.75	114.00
\$1,200	50.00	12.50	2.50	60.00	100.00	25.00	5.00	120.00
\$1,260	52.50	12.50	2.63	62.37	105.00	25.00	5.25	124.75
\$1,320	55.00	12.50	2.75	64.75	110.00	25.00	5.50	129.50
\$1,380	57.50	12.50	2.88	67.12	115.00	25.00	5.75	134.25
\$1,440	60.00	13.00	3.00	70.00	120.00	26.00	6.00	140.00
\$1,500	62.50	13.54	3.13	72.91	125.00	27.08	6.25	145.83
\$1,560	65.00	14.08	3.25	75.83	130.00	28.16	6.50	151.66
\$1,620	67.50	14.62	3.38	78.74	135.00	29.25	6.75	157.50
\$1,680	70.00	15.16	3.50	81.66	140.00	30.33	7.00	163.33
\$1,740	72.50	15.70	3.63	84.57	145.00	31.41	7.25	169.16
\$1,800	75.00	16.25	3.75	87.50	150.00	32.50	7.50	175.00
\$1,860	77.50	16.79	3.88	90.41	155.00	33.58	7.75	180.83
\$1,920	80.00	17.33	4.00	93.33	160.00	34.66	8.00	186.66
\$1,980	82.50	17.87	4.13	96.24	165.00	35.75	8.25	192.50
\$2,000	83.33	18.05	4.17	97.21	166.66	36.11	8.34	194.43
\$2,040	85.00	18.41	4.25	99.16	170.00	36.83	8.50	198.33
\$2,100	87.50	18.95	4.38	102.07	175.00	37.91	8.75	204.16
\$2,160	90.00	19.50	4.50	105.00	180.00	39.00	9.00	210.00
\$2,200	91.66	19.86	4.59	106.93	183.33	39.72	9.17	213.88
\$2,220	92.50	20.04	4.63	107.91	185.00	40.08	9.25	215.83
\$2,300	95.83	20.76	4.80	111.79	191.66	41.53	9.59	223.60
\$2,400	100.00	21.66	5.00	116.66	200.00	43.33	10.00	233.33
\$2,500	104.16	22.57	5.21	121.52	208.33	45.13	10.42	243.04
\$2,600	108.33	23.47	5.42	126.38	216.66	46.95	10.84	252.77
\$2,700	112.50	24.37	5.63	131.24	225.00	48.75	11.25	262.50
\$2,800	116.66	25.28	5.84	136.10	233.33	50.55	11.67	272.21
\$2,900	120.83	26.18	6.05	140.96	241.66	52.36	12.09	281.93
\$3,000	125.00	26.18	6.25	144.93	250.00	52.36	12.50	289.86
\$3,100	129.16	26.18	6.46	148.88	258.33	52.36	12.92	297.77
\$3,200	133.33	26.18	6.67	152.84	266.66	52.36	13.34	305.68
\$3,300	137.50	26.18	6.88	156.80	275.00	52.36	13.75	313.61
\$3,400	141.66	26.18	7.09	160.75	283.33	52.36	14.17	321.52
\$3,500	145.83	26.18	7.30	164.71	291.66	52.36	14.59	329.43
\$3,600	150.00	26.18	7.50	168.68	300.00	52.36	15.00	337.36
\$3,700	154.16	26.18	7.71	172.63	308.33	52.36	15.42	345.27
\$3,800	158.33	26.18	7.92	176.59	316.66	52.36	15.84	353.18
\$3,900	162.50	26.18	8.13	180.55	325.00	52.36	16.25	361.11
\$4,000	166.66	26.18	8.34	184.50	333.33	52.36	16.67	369.02
\$4,100	170.83	26.18	8.55	188.46	341.66	52.36	17.09	376.93
\$4,200	175.00	26.18	8.75	192.43	350.00	52.36	17.50	384.86
\$4,400	183.33	26.18	9.17	200.34	366.66	52.36	18.34	400.68
\$4,600	191.66	26.18	9.59	208.25	383.33	52.36	19.17	416.52
\$4,800	200.00	26.18	10.00	216.18	400.00	52.36	20.00	432.36
\$5,000	208.33	26.18	10.42	224.09	416.66	52.36	20.84	448.18
\$5,200	216.66	26.18	10.84	232.00	433.33	52.36	21.67	464.02
\$5,400	225.00	26.18	11.25	239.93	450.00	52.36	22.50	479.86
\$5,600	233.33	26.18	11.67	247.84	466.66	52.36	23.34	495.68
\$5,800	241.66	26.18	12.09	255.75	483.33	52.36	24.17	511.52
\$6,000	250.00	26.18	12.50	263.68	500.00	52.36	25.00	527.36
\$6,200	258.33	26.18	12.92	271.59	516.66	52.36	25.84	543.18
\$6,400	266.66	26.18	13.34	279.50	533.33	52.36	26.67	559.02
\$6,500	270.83	26.18	13.55	283.46	541.66	52.36	27.09	566.93
\$6,750	281.25	26.18	14.07	293.36	562.50	52.36	28.13	586.73
\$7,000	291.66	26.18	14.59	303.25	583.33	52.36	29.17	606.52
\$7,250	302.08	26.18	15.11	313.15	604.16	52.36	30.21	626.31
\$7,500	312.50	26.18	15.63	323.05	625.00	52.36	31.25	646.11
\$8,000	333.33	26.18	16.67	342.84	666.66	52.36	33.34	685.68
\$8,250	343.75	26.18	17.19	352.74	687.50	52.36	34.38	705.48
\$8,500	354.16	26.18	17.71	362.63	708.33	52.36	35.42	725.27
\$8,750	364.58	26.18	18.23	372.53	729.16	52.36	36.46	745.06
\$9,000	375.00	26.18	18.75	382.43	750.00	52.36	37.50	764.86
\$10,000	416.66	26.18	20.84	422.00	833.33	52.36	41.67	844.02

¹ Withholdings under Current Tax Payment Act of 1943, bond deductions, and charges for quarters, subsistence, etc., should be subtracted from this column to determine amount of salary check.

Table 2.—Withholdings under the Current Tax Payment Act of 1943

When the annual base pay is—		And the employee is married but claims no personal exemption and has the following number of dependents—									
At least	But not more than	0	1	2	3	4	5	6	7	8	9
		Or is married and claims half of personal exemptions or is single and in either case has the following number of dependents ¹ —									
		0	1	2	3	4	5	6	7	8	9
		Or is married and claims all of the personal exemption and has the following number of dependents ¹ —									
		0	1	2	3	4	5	6	7	8	9
		Or is head of family and has the following number of dependents ² —									
		0 or 1	2	3	4	5	6	7	8	9	10
And when the regular pay period is on a semimonthly basis											
\$960	\$1,140	\$11.00	\$8.40	\$5.80	\$3.20	\$0.90	\$0.90	\$0.90	\$0.90	\$0.90	\$0.90
1,200	1,560	14.00	11.40	8.80	6.20	3.60	1.30	1.30	1.30	1.30	1.30
1,620	1,920	18.00	15.40	12.80	10.20	7.60	5.00	2.40	1.90	1.90	1.90
1,980	2,300	22.00	19.40	16.80	14.20	11.60	9.00	6.40	3.80	2.50	2.50
2,400	2,700	26.00	23.40	20.80	18.20	15.60	13.00	10.40	7.80	5.20	3.10
2,800	3,200	30.00	27.40	24.80	22.20	19.60	17.00	14.40	11.80	9.20	6.60
3,300	3,600	34.00	31.40	28.80	26.20	23.60	21.00	18.40	15.80	13.20	10.60
3,700	4,100	38.00	35.40	32.80	30.20	27.60	25.00	22.40	19.80	17.20	14.60
4,200	4,600	42.00	39.40	36.80	34.20	31.60	29.00	26.40	23.80	21.20	18.60
4,800	5,000	46.00	43.40	40.80	38.20	35.60	33.00	30.40	27.80	25.20	22.60
5,200	5,600	50.00	47.40	44.80	42.20	39.60	37.00	34.40	31.80	29.20	26.60
5,800	6,000	54.00	51.40	48.80	46.20	43.60	41.00	38.40	35.80	33.20	30.60
6,200	6,500	58.00	55.40	52.80	50.20	47.60	45.00	42.40	39.80	37.20	34.60
6,750	7,000	62.00	59.40	56.80	54.20	51.60	49.00	46.40	43.80	41.20	38.60
7,250	7,500	66.00	63.40	60.80	58.20	55.60	53.00	50.40	47.80	45.20	42.60
8,000	-----	70.00	67.40	64.80	62.20	59.60	57.00	54.40	51.80	49.20	46.60
8,250	-----	74.00	71.40	68.80	66.20	63.60	61.00	58.40	55.80	53.20	50.60
8,500	8,750	78.00	75.40	72.80	70.20	67.60	65.00	62.40	59.80	57.20	54.60
9,000	-----	80.20	77.60	75.00	72.40	69.80	67.20	64.60	62.00	59.40	56.80
10,000	-----	88.60	86.00	83.40	80.80	78.20	75.60	73.00	70.40	67.80	65.20
Or when the regular pay period is on a monthly basis											
960	1,140	22.00	16.80	11.60	6.40	1.70	1.70	1.70	1.70	1.70	1.70
1,200	1,380	26.00	20.80	15.60	10.40	5.20	2.30	2.30	2.30	2.30	2.30
1,440	1,560	30.00	24.80	19.60	14.40	9.20	4.00	2.90	2.90	2.90	2.90
1,620	1,920	36.00	30.80	25.60	20.40	15.20	10.00	4.80	3.80	3.80	3.80
1,980	2,300	44.00	38.80	33.60	28.40	23.20	18.00	12.80	7.60	5.00	5.00
2,400	2,700	52.00	46.80	41.60	36.40	31.20	26.00	20.80	15.60	10.40	6.20
2,800	3,200	60.00	54.80	49.60	44.40	39.20	34.00	28.80	23.60	18.40	13.20
3,300	3,600	68.00	62.80	57.60	52.40	47.20	42.00	36.80	31.60	26.40	21.20
3,700	4,100	76.00	70.80	65.60	60.40	55.20	50.00	44.80	39.60	34.40	29.20
4,200	4,600	84.00	78.80	73.60	68.40	63.20	58.00	52.80	47.60	42.40	37.20
4,800	5,000	92.00	86.80	81.60	76.40	71.20	66.00	60.80	55.60	50.40	45.20
5,200	5,600	100.00	94.80	89.60	84.40	79.20	74.00	68.80	63.60	58.40	53.20
5,800	6,000	108.00	102.80	97.60	92.40	87.20	82.00	76.80	71.60	66.40	61.20
6,200	6,500	116.00	110.80	105.60	100.40	95.20	90.00	84.80	79.60	74.40	69.20
6,750	7,000	124.00	118.80	113.60	108.40	103.20	98.00	92.80	87.60	82.40	77.20
7,250	7,500	132.00	126.80	121.60	116.40	111.20	106.00	100.80	95.60	90.40	85.20
8,000	-----	140.00	134.80	129.60	124.40	119.20	114.00	108.80	103.60	98.40	93.20
8,250	-----	148.00	142.80	137.60	132.40	127.20	122.00	116.80	111.60	106.40	101.20
8,500	8,750	156.00	150.80	145.60	140.40	135.20	130.00	124.80	119.60	114.40	109.20

¹ Exclusive of husband or wife.² Actual number of dependents; no exclusions required.

YOUR LEAVE



Government employees speak of approved absence from work as "leave." There are two kinds of leave with pay, annual leave and sick leave. Annual leave, of course, requires approval in advance. As the interest of the Department must take precedence over personal wishes, we cannot always have leave just when we want it—be sure to plan well ahead of time.

Annual leave.—Permanent employees earn leave at the rate of 2 days per calendar month plus an additional $\frac{1}{2}$ day in March, June, September, and December if continuously employed for the entire quarter-year ending in such months. Indefinite employees earn the same leave but on a service-month basis. We put in leave slips for any absence from the office, for personal reasons, in units of 1 hour. During wartime the Department permits us to take only 14 consecutive work days' annual leave. With proper approval, this may be extended in an emergency.

After we have been here continuously for a year, and if we do not contemplate leaving the service within the next 12 months, we may anticipate leave, that is, we may take leave we'll earn that year before it has actually accumulated.

We may also save up leave (accumulated leave) up to 90 days but after 60 days have been accumulated not more than 15 days may be added in any one year for carry-over into the next. If we transfer to another Federal position, the leave to our credit is transferred with us. If the transfer is to a temporary position in another agency, we are furnished with a statement of our leave, to be used when we return without a break in service to a permanent position. No leave is paid in case of death.

Temporary employees earn leave at the rate of $2\frac{1}{2}$ days a month and have it credited to them by the month. They may not be given leave until they have completed a month without a break in service, but after the first month, the $2\frac{1}{2}$ days may be credited at the beginning of the month in which it accrues. No credit is given for incomplete months. Leave for temporary employees may be transferred only in the Department.

If you are leaving the service of the Department of Agriculture, either by resignation or dismissal, check with your supervisor well in advance of your departure to assure getting your full leave benefits. If you have leave due you, your termination date is set beyond the date you stop working to cover your accrued leave. If you have

AD-17

U.S. DEPARTMENT OF AGRICULTURE

APPLICATION FOR LEAVE—WASHINGTON

Washington, D.C., January 21, 1944
 I, Harold Abell (Signature of applicant) 4 days, 4 hours 4 days 4 hours 4 days 4 hours leave,
 request 4 days, 4 hours 4 days 4 hours 4 days 4 hours leave,
 commencing January 17 at 9:00 a.m. (Day and hour) 9:00 a.m. (Day and hour) inclusive.
 ending January 21 at 1:00 p.m. (Day and hour) 1:00 p.m. (Day and hour) inclusive.
 My address while absent will be 25 Shady Lane
Seashore Place, Maryland
 RECOMMENDED: S. M. Strick In Charge.
 APPROVED: R. M. Shure Officer authorized to approve leave.
 Returned to duty January 21, 1944,
 at 1:00 p.m. o'clock. S. M. Strick In Charge.

SINCE THIS YEAR

CERTIFICATE REQUIRED FOR SICK LEAVE FOR THREE DAYS OR LESS
WHEN UNACCOMPANIED BY PHYSICIAN'S CERTIFICATE BELOW

_____, 1944...
 I certify that I was sick and unable to attend to my official duties for the time indicated on the reverse
 side of this sheet and that I was not attended by a physician _____

(State reason on above lines why no physician was employed)

(Signed) _____

CERTIFICATE REQUIRED FOR SICK LEAVE EXCEEDING THREE DAYS

_____, January 21, 1944...
 I, C. U. Better, M.D., a physician in active practice, located
 at 2302 Bentside Avenue, do hereby certify that Harold Abell
Seashore Place, Maryland
 above named, was under my professional care from January 17 to January 21, 1944,
 inclusive, and during such time was incapacitated for official work.

C. U. Better, M.D.
 Attending Physician.

anticipated leave beyond your earned credit, adjustments will be made on your final pay check.

Sick leave.—You are allowed 1¼ days of sick leave a month, and may accumulate it up to 90 days. Sick leave is charged in units of 1 hour. Sick leave may be granted for illness, injury, pregnancy, or confinement, or for medical, dental, or optical examination or treatment, or when a member of the family is afflicted with a contagious disease or when, through exposure to contagious disease, your presence might jeopardize the health of your fellow workers. Temporary employees who have a break in service must make a refund for sick leave taken during the month.

If you are unable to come to work because of illness, notify your supervisor within 15 minutes of report time on the first day of absence. Your sick leave slips can be put in on your return. The signature of a physician is required for absence of more than 3 days, and your supervisor will send you a slip on request. Sick leave for medical, dental, or optical treatment must be approved in advance and must be supported by a medical certificate. If you are sick on vacation, you may, at the discretion of the Department, convert annual leave into sick leave, but you must have been ill in excess of 5 days and have a doctor's certificate. Be sure to give your supervisor a memorandum stating the circumstances within 2 days after your return.

Leave without pay.—Emergencies sometimes exhaust our leave credits. We first use all the annual leave due us. After that, under exceptional conditions, we may be granted leave without pay—be sure to talk with your supervisor well in advance if you see a real need ahead. Absence without permission may be cause for disciplinary action.

Military furlough.—Members of the Department, both men and women, on military service are placed on military furlough, to come back to the Department at the end of the war. Members in the Merchant Marine are also furloughed. Because particular jobs may be changed or eliminated at any time, reemployment rights are granted to secure employees in grade and salary status rather than for a certain desk and chair. Members on furlough because of war duty accumulate service credit for retirement purposes up to 6 months a year, as long as they are in service. Those called to military service should talk with their supervisor and bureau personnel officer to make certain of benefits.

Court and jury leave.—Federal employees are occasionally called for court or jury duty. If you are summoned, check with your supervisor at once. "Official leave" is usually granted for this, provided you are not paid court fees and a Department salary at the same time. There are also detailed regulations as to what you may or may not do as a witness in a Federal or District of Columbia Government case.

To: The USDA man about to enter the Armed Service.

From: His Personnel Officer.

Subject: Before you go.

1. Give your personnel officer a copy of your induction order. He needs it to establish your furlough rights.
2. Decide whether to take your leave or let it stand for recredit when you come back.
3. If you're married, get a certified copy of your marriage license and birth certificates for each dependent child. You won't need them here, but you will need them at induction to establish their right to pay allowances.
4. Settle any travel, leave, or other advances made you by the Department.
5. Surrender property items charged against you; return Library books.
6. Cancel or adjust your membership in Group Health or Group Hospitalization.
7. Settle your bond deduction account. You may have a balance too small to purchase a bond. You can add cash to it to complete a bond, or you can draw it out.
8. Be sure you have named a beneficiary on your retirement account. (Form 2806-1).
9. Give a power of attorney to cash your checks and carry out other business.
10. Leave mailing instructions for your record of payroll-tax deductions.

GOOD LUCK! WE'LL BE GLAD TO SEE YOU BACK!

YOUR SAFETY AND HEALTH



Safety.—The safety and health of its members are of major importance to the Department. No one can do his best work when not in tip-top physical condition. Safety engineers try to check on working conditions; air-raid wardens have been trained to direct us in alarms; first-aid and medical service are provided for any injuries incurred on duty. However, the Department expects us to avoid accident hazards intelligently—don't overload the top file drawer or balance typewriters on flimsy furniture, and if you are in one of the more hazardous occupations, take advantage of safety precautions to the utmost. Sufficient sleep at night is an important safety rule.

First aid.—Emergency service is available to almost all Federal workers, and you can note the location of the first-aid room on your "office schedule." If injured during office hours, report to your supervisor and go for treatment at once; this holds for minor injuries—cut fingers, sprained ankles—as well as for more serious accidents. If complications arise later, the emergency room record will help establish a disability claim.

Most emergency rooms can also help with sore throats and headaches, but of course the nurses cannot give repeated treatments, prescribe or dispense medicine, or comment on advice given by the doctor.

Medical and hospital care.—If you should need further care as the result of work-connected injury or illness, your supervisor will send you to an approved physician or hospital. The Government pays for medical service and also allows compensation on duty-connected injuries, but it expects us to use Government-authorized facilities. Only in the most serious emergencies will private physicians be paid for first-aid treatment, and, in such cases, subsequent treatment must be given by a Public Health or designated doctor. To receive consideration, the bill for a private physician must be supported by a statement from the supervisor and must then be forwarded to the United States Employees' Compensation Commission, which reviews it before allowing payment.

Disability compensation.—Compensation for duty-connected injuries includes free medical, surgical, and hospital treatment. Compensation payments may replace sick or annual leave with pay at any time after the third day. For total disability we are paid two-thirds of our salary up to \$116.66 a month. The minimum benefit is \$58.33

a month. Benefits for partial disability are fixed by the Employees' Compensation Commission and are paid as long as the disability continues or we become eligible for disability retirement.

There are also provisions in case of death occurring in connection with duty, such as funeral expenses and benefit payments to children and dependents. To get compensation the Employees' Compensation Commission form CA-1 must be submitted, within 48 hours after the injury if possible. Those who travel for the Department usually like to get the Commission's list of Medical Facilities Available to Employees of United States Government. Ask your bureau personnel office for it.

General care and insurance.—In some centers where there are a large number of Federal employees, special cooperative health services and group hospitalization plans have developed. Insurance companies, both indemnity and life, frequently offer special policies to Federal employees. Group life insurance in amounts up to \$3,000, varying with the age of the applicant, is also available to employees through the Department of Agriculture Beneficial Association, a mutual nonprofit organization. Physical examinations are not usually required, and claims are paid promptly. Your personnel officer will supply details if you wish to know more about any of these activities.



YOUR EMPLOYEE ACTIVITIES

USDA Clubs.—Employees in many localities have organized USDA clubs as a means of keeping posted on the broad phases of our agricultural program and developing personal acquaintance among workers in the various Departmental bureaus and agencies. Local speakers are scheduled for club meetings, and officials traveling from Washington are often able to stop off to present topics of especial interest. Committees on education and training, public relations, employee welfare, and other activities carry out whatever club program meets the needs of the locality concerned. Newcomers have received friendly services—such as aid on housing problems—through the Clubs.

Welfare Association.—In many centers there is also an Employee Welfare Association which manages the cafeterias and supervises general employee activities. The Washington Welfare Association pays the salary of a Red Cross director, and other centers are active in war service.



Credit Union.—Credit unions have been set up both in Washington and at headquarters cities in the field. Members save money by purchasing shares and may borrow if the credit committee approves the loan application. Loans are restricted to certain purposes, such as payment of bills for doctors and nurses, emer-

gency travel, vacations, consolidation of debts, and are usually repaid by installments due each month, with a low rate of interest.

Employee Unions.—Various national employee organizations, such as the National Federation of Federal Employees (NFFE), American Federation of Government Employees (AFGE), Organization of Professional Employees, (OPE), and the United Federal Workers of America (UFWA), have units in the Department of Agriculture. We are free to join or refrain from joining these associations as we wish; Secretary's Memorandum 753, revision 2, which appears in the appendix to this book, gives specific guarantees on this point. Of course, relationships in Government, where we are all fellow employees in the public service subject to laws enacted by Congress, differ fundamentally from relationships in private industry.

Leisure-time activities.—Glee clubs and choruses, orchestras, camera clubs, athletic events, and other group activities are organized in Washington and in other centers by members of the Department interested in them. Announcements are posted in cafeterias and on bulletin boards, and further information can usually be secured from bureau personnel officers.

YOUR RIGHTS AND PRIVILEGES

Employment and reinstatement.—

Most of the workers in the Department of Agriculture are appointed from a Civil Service register. Since March 16, 1942, new appointments have been made for "war service"—for the duration and 6 months thereafter. Some of those who came in earlier have "permanent status." There are also temporary appointments, not to exceed one year, and appointments for part-time service. The Department has many members who have been in the service for 20, 30, and 40 years, and the success of long-time projects is frequently dependent on such experienced leadership.



In Government, as in private business, new employees must demonstrate their ability and fitness during a trial period; at present this period is a year. During this trial year, an employee may be dismissed "for cause"—inefficiency, misconduct, etc.—without much formality, but after the trial period is over, before a Civil Service appointee can be dropped for cause he has the right to require notification in writing of the reasons for the proposed dismissal, with time allowed for a reply.

From time to time it is necessary for the Department to make adjustments in organization because of budget cuts. Sometimes personnel must be reduced, and if this happens, part-time, temporary, and war-service employees go first and permanent employees last. However, the Department never wishes to lose good employees, and personnel officers immediately go to work to locate similar positions for experienced workers elsewhere in the Department. Civil Service appointees are also listed on a Civil Service reemployment register to be considered for positions anywhere in the Government service.

Transfers.—To expedite the war effort, the Civil Service Commission has set up a War Transfer Unit for personnel readjustments. The Civil Service Commission effects transfers quickly if the move is required by war needs. Employees transferred from one Department or agency to another are given reemployment rights; and if they are involuntarily released, they may be reinstated in their old jobs provided the jobs still exist and they apply for reinstatement within a specified time.

Resignations.—If it becomes necessary for you to resign, you should submit your resignation to the chief of your division. Read the pertinent parts of the leave, reinstatement, war manpower, and

retirement regulations if you contemplate resigning. Please give the Department enough notice to permit finding someone to take your place.

Suggestions.—Secretary's Memorandum 1048 requests all employees to send in suggestions for stepping-up production and improving operations. The Department is always under obligation to conduct its work as economically and efficiently as it possibly can. In wartime it is all the more imperative that every possible economy in materials, manpower, and time be adopted.

Employees can contribute a great deal toward the attainment of this goal. We are the ones familiar at first hand with the great body of procedures, methods, and materials by which the work of the Department is carried on. Questions help: "Why do we perform this operation? What purpose does it serve? Could it be omitted? Are forms and reports (whether you are on the sending or receiving end) really necessary? Can the work be done more effectively in some other way? What is the best way to do it?" New employees often see possibilities of change that older employees miss.



We may submit written suggestions, either signed or unsigned, at any time. Employees should send their suggestions to the person designated by their bureau chief. If you do not know who this is, address them to the regional director—

where there is one—or to the bureau chief at headquarters.

Proposals should be carefully thought through to make certain that they are practical. The Secretary's memorandum requires that all signed suggestions be acknowledged at once and examined promptly. If feasible, they are to be put into effect as soon as possible, or if a suggestion is not adopted, the employee must be told why. Suggestions which are adopted are recorded in his official personnel folder, to be considered along with other pertinent facts in connection with promotions and salary increases for meritorious service.

Of course, suggestions which pertain to your immediate job or to your section can be made directly to your supervisor. Other suggestions can well be discussed with him and his help enlisted in working them up for presentation. They should indicate not only the advantages to be gained but also, insofar as possible, the changes and procedures involved. Carelessly developed proposals waste the time of the officials who investigate them. The final decision on whether a suggestion can be put into effect must, of course, rest with those responsible for administration.

Employee suggestions have already saved the Department time and money. A secretary in one bureau saw a way to combine with other bureaus on messenger trips to the Treasury. A laboratory worker devised a cone to concentrate heat from electric plates for testing samples of dehydrated foods. Another suggestion led to the elimination of letters of transmittal on monthly reports. Various other short-cuts in paper work have resulted from employee observation.

Grievances.—If for any reason you feel that you are not being treated fairly, or if you have other serious complaints, a special procedure has been established to insure you consideration. It is described in section 5 of Secretary's Memorandum 753, revised 2 (see Appendix), which assures us specifically that we may use the grievance procedure without fear of reprisal or discrimination against us. Many people have avoided invoking the formal grievance procedure, however, by thinking through their problem and talking frankly with those concerned. Make sure that you get your point of view across, but be sure, too, that you understand theirs—mutual understanding of problems frequently clears them up. You may also review your whole story with someone in your bureau personnel office or, if necessary, in the Department Office of Personnel. Your big worry before going further is to be sure that you aren't making a mountain out of a mole-hill. Personnel officers have had experience with others in the same situation, and their information is usually a help in making a wise decision.



* * * *

One of the early cattle diseases which threatened agriculture in the United States was pleuropneumonia. The story is that Peter Dunn, a milkman near South Ferry, New York City, bought an infected cow from the captain of the English ship *Washington* in 1843 and that it infected his entire herd. The infection spread rapidly and disastrously through five or six States. In 1879, the British Privy Council decreed that all cattle imported from the United States be slaughtered on the dock. The price of United States steers dropped \$10 below the price of Canadian steers. Agitation grew for Federal action: The Bureau of Animal Industry was created in the Department of Agriculture. With the help of State officials, it stamped out pleuropneumonia in 5 years, a world record for its control. The total cost was about a million and a half dollars, an amount less than the estimated export loss for a year.

YOUR CAREER



Efficiency ratings.—Federal Government employees are given an efficiency rating once each year. This efficiency rating serves several purposes. It provides a fair basis for pay raises, pay cuts, and dismissals. It tends to keep us on our toes. *And it affords an excellent opportunity to discuss with our supervisor any weaknesses he thinks we may have and to receive suggestions for improving our work.*

The efficiency rating is an evaluation of our work compared with the requirements of our job. It says in effect that our work is satisfactory, is more than merely satisfactory, or is less than satisfactory. If you study the rating form in this book, you will see on it a number of items or "job elements" by which performance can be measured. Not all of the elements apply to every job, of course, and we are evaluated on only those that apply to us.

The initial rating is made by our supervisor, who is thoroughly familiar with our work, and is then checked by his supervisor, who is also familiar with our performance. This final rating, which may be excellent, very good, good, fair or unsatisfactory, is then checked by the division chief, and finally by a bureau efficiency rating committee. This standardized and objective system is used to insure that, in so far as it is humanly possible, every rating shall be accurate, and that the same standards for rating will be used in every part of every agency of the Government.

The efficiency rating we earn makes a great deal of difference to us. People with good efficiency ratings—not people with poor ratings—are considered for promotion when vacancies occur. Our ratings also affect our pay. At specified intervals (18 months if lower than CAF-11 or P-4 and 30 months if CAF-11, P-4, or higher), employees with "excellent" or "very good" ratings are eligible for a raise to the "next step" in their grades. This is also true for employees with a rating of "good" unless they are already at or above the middle step in their grade. On the other hand, employees with "fair" ratings are not eligible for a raise and will be reduced one step if they are already above the middle step in the grade; and employees with "unsatisfactory" ratings may be demoted or dismissed from the service or they may be assigned new and different duties.

By July 1 each of us receives notice of our rating for the previous year. If you consider yours unfair, you may appeal within 15 days to the efficiency rating committee in your bureau or office, and, if

REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ()
OFFICIAL: ()
REGULAR () SPECIAL ()
PROBATIONAL or TRIAL PERIOD ()

As of _____ based on performance during period from _____ to _____

(Name of employee)

(Title of position, service, and grade)

(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE ✓ if adequate - if weak + if outstanding	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3829A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning..... <input type="checkbox"/> All others..... <input type="checkbox"/>
---	--	---

- (1) Maintenance of equipment, tools, instruments.
- (2) Mechanical skill.
- (3) Skill in the application of techniques and procedures.
- (4) Presentability of work (appropriateness of arrangement and appearance of work).
- (5) Attention to broad phases of assignments.
- (6) Attention to pertinent detail.
- (7) Accuracy of operations.
- (8) Accuracy of final results.
- (9) Accuracy of judgments or decisions.
- (10) Effectiveness in presenting ideas or facts.
- (11) Industry.
- (12) Rate of progress on or completion of assignments.
- (13) Amount of acceptable work produced. (Is mark based on production records?)
(Yes or no)
- (14) Ability to organize his work.
- (15) Effectiveness in meeting and dealing with others.
- (16) Cooperativeness.
- (17) Initiative.
- (18) Resourcefulness.
- (19) Dependability.
- (20) Physical fitness for the work.

- (21) Effectiveness in planning broad programs.
- (22) Effectiveness in adapting the work program to broader or related programs.
- (23) Effectiveness in devising procedures.
- (24) Effectiveness in laying out work and establishing standards of performance for subordinates.
- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.
- (26) Effectiveness in instructing, training, and developing subordinates in the work.
- (27) Effectiveness in promoting high working morale.
- (28) Effectiveness in determining space, personnel, and equipment needs.
- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.
- (30) Ability to make decisions.
- (31) Effectiveness in delegating clearly defined authority to act.

STATE ANY OTHER ELEMENTS CONSIDERED

- (A)
- (B)
- (C)

STANDARD Deviations must be explained on reverse side of this form		Adjective rating
Plus marks on all underlined elements, and no minus marks.....	Excellent	Rating official.....
Plus marks on at least half of the underlined elements, and no minus marks.....	Very good	Reviewing official.....
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks.....	Good	
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks.....	Fair	
Minus marks on at least half of the underlined elements.....	Unsatisfactory	

Rated by _____ (Signature of rating official) _____ (Title) _____ (Date)

Reviewed by _____ (Signature of reviewing official) _____ (Title) _____ (Date)

Rating approved by efficiency rating committee _____ (Date) Report to employee _____ (Adjective rating)

you are dissatisfied with its decision, you may direct your appeal to the Chairman of the Department of Agriculture, Board of Review at the Civil Service Commission in Washington within 90 days of notification. (Sec. 6, Secretary's Memorandum 753, revision 2).

You can derive the greatest value from the efficiency rating program if you discuss your work performance periodically with your supervisor. Supervisors welcome questions and are glad to give constructive suggestions.

Advancement.—It is the general Department policy to fill vacancies in the higher grades by promoting our own employees. For instance, when a CAF-4 vacancy occurs, we try to find a replacement from among the CAF-3's. If you have the necessary qualifications, you may be the employee selected for such a promotion in responsibility and pay.

In some cases, after you have been on the job for a while, your supervisor may decide your work involves more responsibility or difficulty than originally planned and that the job itself should be classified higher than it is. He will then consult his bureau personnel officer, and a new job description will be written up which more nearly describes your present duties. If it is approved by the Department and you are continued in the reclassified job, your grade and pay will go up to the new level.

Advancement may also come through within-grade salary increases. Such promotions also require a certification of "satisfactory conduct" which is made at the time you become eligible. Within-grade salary increases are effective only on the first day of January, April, July, or October. Here is an example of how an employee may get such a raise: On August 14, 1941, May Smith was hired as a CAF-3 clerk. The following April her efficiency was rated as "good." On February 13, 1943, she had completed her 18 months of service. Her supervisor certified that she had completed the required period of service with good conduct. She had now become eligible for a within-grade salary increase from \$1,620 to \$1,680 per year. However, since such raises are made only on certain dates, her raise in pay actually started on April 1, 1943, which was the next date for making within-grade salary increases.

There is another one-step promotion during each 18 or 30 months' period for which employees may become eligible. This is one for "especially meritorious" service and is given to those who make contributions of outstanding value to the Department.

TABLE III—Pay scales under the Classification Act of 1923, as amended ¹

Service and grade ²				Salary steps within grade						Per diem rates	Hour rate 8-hour day	
CPC	SP	CAF	P	Beginning	Steps		Middle	Steps				Top
1				\$720	\$780		\$840		\$900	\$960	\$2.00	\$0.2500
2				1,200	1,260	\$1,320	1,380	\$1,440		1,500	3.33	.4162
	1			1,200	1,260	1,320	1,380	1,440	1,500	1,560	3.33	.4162
		1		1,260	1,320	1,380	1,440	1,500	1,560	1,620	3.50	.4375
			1	1,320	1,380	1,440	1,500	1,560		1,620	3.66	.4575
3				1,320	1,380	1,440	1,500	1,560	1,620	1,680	3.66	.4575
	2			1,440	1,500	1,560	1,620	1,680	1,740	1,800	4.00	.5000
		2		1,500	1,560	1,620	1,680	1,740	1,800	1,860	4.16	.5200
4				1,620	1,680	1,740	1,800	1,860	1,920	1,980	4.50	.5625
	4			1,680	1,740	1,800	1,860	1,920	1,980	2,040	4.66	.5825
		4		1,800	1,860	1,920	1,980	2,040	2,100	2,160	5.00	.6259
5				1,860	1,920	1,980	2,040	2,100	2,160	2,220	5.16	.6450
	5			2,040	2,100	2,160	2,220	2,300	2,400	2,500	5.66	.7075
		5	1	2,000	2,100	2,200	2,300	2,400	2,500	2,600	5.55	.6937
6				2,200	2,300	2,400	2,500	2,600	2,700	2,800	6.11	.7637
	6			2,300	2,400	2,500	2,600	2,700	2,800	2,900	6.38	.7975
		6	2	2,600	2,700	2,800	2,900	3,000	3,100	3,200	7.22	.9025
			8	2,900	3,000	3,100	3,200	3,300	3,400	3,500	8.05	1.0062
			9	3,200	3,300	3,400	3,500	3,600	3,700	3,800	8.88	1.1100
			10	3,500	3,600	3,700	3,800	3,900	4,000	4,100	9.72	1.2150
			11	3,800	4,000		4,200	4,400	4,600	4,800	10.55	1.3187
			12	4,600	4,800		5,000	5,200	5,400	5,600	12.77	1.5962
			13	5,600	5,800		6,000	6,200	6,400	6,600	15.55	1.9437
			14	6,500	6,750		7,000	7,250	7,500	7,750	18.05	2.2562
			15	8,000	8,250		8,500	8,750	9,000	9,250	22.22	2.7775
			16	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)

¹ Does not include overtime.² CPC=crafts, protective, and custodial service; SP=subprofessional service; CAF=clerical, administrative, and fiscal service; P=professional and scientific service.³ In excess of \$9,000 by express legislation.

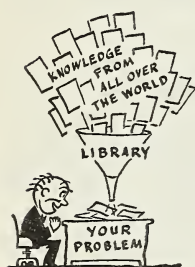
Training.—Promotion is usually the result of increased skill on the job and capacity to get along with people. Efficiency is a first requirement. Your supervisor is responsible for your training, but the learning is your job. To save his time, try to think out carefully the questions you need to have answered and ask them at the first opportunity. Work done wrong wastes everybody's time. Find out all you can about the work of your division. The Department needs versatile, alert help, ready to adapt to new responsibilities and situations.

To keep us informed on what the Department as a whole is doing and why, many bureaus have occasional orientation programs at which speakers discuss current problems and achievements. The Department news bulletin USDA, which comes out twice a month, includes stories on important policy developments along with other material especially valuable for orientation. USDA helps us answer the questions asked by family and friends and explains much in our own work.

Refresher courses in shorthand and office skills are organized from time to time in most offices. Let your supervisor know if you are interested, so that you can be included in the next class.

Educational counselors: The Graduate School.—Many bureaus have an educational counselor to advise on further study and training. These counselors are familiar with local college facilities, and they also know from experience a good deal about job futures and their training requirements. Special departmental counselors assist them on technical questions. In general, continued training is an asset in winning promotion.

The Department of Agriculture has a Graduate School of its own, open to all qualified members of the Federal Service. It has a large faculty and offers courses in a wide variety of subjects. In many classes all interested are welcome whether or not they have completed college or high school. The Graduate School does not grant degrees, but students who wish to transfer credits to other colleges are usually able to do so. It has recently added some correspondence courses for field employees. Charges are moderate. Washington classes meet after hours in Department buildings and are therefore especially convenient. For the catalog, write direct to the Graduate School, United States Department of Agriculture, Washington 25, D. C., or call at the office, Room 1031, South Building.



The Library.—The Library is an important tool in the research and administrative work of the Department. It has the greatest collection of agricultural publications in the world and serves as the national agricultural library. It includes materials helpful in the performance of practically every job in the Department.

In addition to ordinary library services such as routing current periodicals, lending books and answering questions, the library compiles bibliographies and prepares literature surveys to bring all of the world's knowledge to bear in the solution of the problems at hand. The monthly Bibliography of Agriculture enables all workers in the field of agriculture to keep abreast of new developments.

Everyone in the Department is welcome to use the Library's facilities. Service may be obtained by a visit to the main library or its branches, or by telephone or letter. Branch, sub-branch and station libraries throughout the country are designed to make the information contained in publications readily available to the entire Department staff. For a complete list of branch, sub-branch, and station libraries, see Library Circular No. 3. Your office has a copy.

Retirement.—In 1920, and by subsequent legislation, Congress provided for Federal employees (only a very few brief-period workers are excepted) a retirement system with benefits somewhat more liberal than those provided by the Social Security Act for other workers.

At present, 5 percent of your salary is automatically deducted and placed in your individual retirement account: a dollar a month of this is set aside in what is known as a tontine (or general) fund. If you resign from the Government before you complete 5 years' service, all the money in your individual account plus 4 percent interest but minus the tontine is refunded to you. If you leave involuntarily but in good standing (reduction of force, not dismissal for cause), you get the tontine back, too.

The first thing to remember is that the Government also contributes to your annuity, and, although the proportion varies—the lower grades get more from the Government on a percentage basis than the higher—in every case it contributes a larger total than you do. The Civil Service Commission is authorized to figure annuities for each employee and uses one of three plans, depending on which will give you the largest return when you apply for retirement. The results vary with length of service, salary, age, sex (women usually live longer than men, and so receive a little less per year), and money in individual accounts.

For example, under plan 1, the Government contributes \$30 toward your annuity for each year of service up to a maximum of 30 years—an employee with 30 years service gets \$900 a year from the Government in addition to payments from his own account. Under plan 2, the Government guarantees a minimum; an employee whose average earnings for 5 years or more have been \$1,620 would get a minimum of \$40 for each year up to 30. Plan 3 produces higher yields for those whose salaries run \$2,400 or above over a long period. To compute the minimum, multiply your highest average salary during any 5 consecutive years by your number of years service (up to 35) and divide by 70. As under plan 2, your age at retirement, your sex, and the amount in your individual account will determine how much above the minimum your actual annuity will be.

If you worked for the Government without retirement benefits before you got a job within the scope of the retirement act, you can, if you wish, deposit in the fund the amounts that might have been deducted had the plan applied to you, plus compound interest at 4 percent, and receive full credit—including Government allowances—toward retirement. You can also increase the amounts you regularly pay in. These payments draw 3 percent interest. Information about increased amounts paid toward your annuity may be secured from your bureau personnel office.



When do you get it? According to the law, you must retire at 70 unless you are kept on because of special qualifications. It is expected that by that time you will have had at least 15 years' service; if you haven't, the automatic retirement provisions are inoperative until you do. You can retire earlier if you wish; at 62 with 15 years' service, or at 60 (or even at 55) with 30 years' service. Annuities are of course lower if you retire earlier.

If you die before retirement, the beneficiary you designated on Form 2806-1 receives the sum in your individual account plus interest and tontine, or, if he has died, the sum goes to legal heirs on application. Those who leave before retirement, but after five years, are entitled to their annuity at 62.

If you become totally disabled through illness or injury after 5 years of Federal service, you may receive a Civil Service retirement disability annuity. You may not receive a United States Employees' Compensation allowance and a disability annuity at the same time—the disability annuities, however, cover certain cases of disease or nonservice-connected injury which compensation doesn't reach.

* * * * *

Did you know that—the USDA's South Building in Washington has 7 miles of corridors, 4,292 rooms, 4,746 windows, working space for 8,000 employees, and is the third largest office building in the world, exceeded only by the Pentagon and the Empire State buildings?

* * * * *

East and west wings of the Administration building were built 30 years before Congress finally appropriated the money to finish building the central part. This is one reason the rooms are numbered as they are.

CAREER EDUCATION

Bureau or office educational counselor.....

Room..... Extension.....

Local colleges or schools.....

.....

.....

.....

.....

USDA Library or branch..... Extension.....

Check list of pamphlets and books on the USDA.....

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YOUR CONDUCT AS A PUBLIC SERVANT



There are very few "don't's" in Federal employment. Our guiding obligation is that we are in the "public service," and accordingly we must not only give complete and sincere value in return for our salaries, but we must also avoid conduct which might cause embarrassment or criticism of the Department or interfere with the efficient performance of our duties. Congress has placed certain limitations on us, primarily to protect us against pressure; many of these restrictions would apply in any business.

Relations with supervisors.—Don't make presents to official superiors, either as an individual or as one of a group. The same prohibition applies to borrowing money from subordinates or loaning it at interest to superiors. Unauthorized canvassing in Government buildings is also out—no matter how good the cause. Similarly, Department employees who enforce regulations or award contracts are forbidden to accept gifts of any sort from those with whom they have official relations. The principle is that no employee of the Department should use his position, or information acquired through it, to advance the interests of himself, his family, his business associates, or his friends over those of other persons. This prohibition applies to speculation as well.

Political activity.—Don't take an active part in political campaigns or the management of political parties. The Hatch Act, passed by Congress in 1939, forbids Civil Service appointees to take part in any political campaign, directly or indirectly, or to solicit or receive political contributions from other Government employees. The solicitation and payment of such gifts in Government buildings is absolutely forbidden. The law is designed to prevent any official persuasion to gain support for the party in power and to discourage our using our official positions for or against it. Another law forbids the use of Government funds—which includes Government-paid time—to influence action on pending legislation.

We may, however, think, talk, and vote as private citizens, and our rights to do so are specified in the Hatch Act. We may belong to a political club, but we may not serve as an officer or on policy committees. We may contribute to a campaign fund voluntarily. We may express ourselves privately (but not publicly) on questions at issue (see Personnel Circular 84). We may hold nonpolitical local offices, such as membership on school boards. This book cannot give all the details, so if you contemplate any activity that may

border on the political, look up Personnel Circular 84 and read it carefully.

It is not the intent of these regulations, however, to limit our right to vote. If you are away from home, you can usually vote by mail; write your town or county clerk for instructions.

One last precaution: You are also forbidden by law to join or belong to any party or organization which advocates the overthrow of the Government by force—so-called “subversive activity.” The oath of office includes this restriction.

Leave without permission.—Don’t take annual leave without advance permission. Unauthorized leave, especially on legal holidays when we observe regular hours, may be cause for disciplinary action.

Business reputation.—Don’t assume that your leisure-time activities have no bearing on your business reputation. It is the policy of the Department not to interfere with spare time, but it is as easily embarrassed as is any other business by persistent intoxication, indebtedness, or other irregularities; eventually such habits may lead to dismissal. To insure fairness, the Office of Personnel investigates charges made against us before action is taken.

After-hour employment.—Some employees take occasional after-hour jobs in stores or other business. It usually prevents misunderstanding if we inform our supervisors of any such regular association. No employee should carry outside work which threatens his efficiency for his official duties, or would be apt to cause the Department embarrassment. Employees are also forbidden to participate in the organization or management of any general farm organization.

* * * * *

Commissioner of Agriculture Le Duc in 1878 complained that the Department laboratory was confined to two small rooms, a closet, and a furnace room in the cellar. The chemists had not received their full salary because of insufficient appropriations. Even so, in addition to their regular work, they had analyzed cream puffs, coffee, adulterated tea, and bologna sausage for the District of Columbia health officer, and examined tea and coffee substitutes, a tonic called Bonset, samples of various baking powders, butters, and oleomargarines.

YOUR DAILY TECHNIQUES

Telephone manners.—How we answer the phone is so important that we have a special guidebook, *Telephone Manners* (don't miss the illustrations). Highlights: Answer promptly, pleasantly, accurately—don't pass the buck, have pad and pencil ready for notes, and return calls. It is part of the war technique to keep the lines free: If a line is busy, try again later; if the person you want is talking on another phone, ask that he call you back. Outside calls increase the Department telephone bill, so we make as few of them as possible. Except in emergencies, personal calls should not be made over official telephones.



Style Manual.—The Department Style Manual is the official guide on correspondence; it explains such details as when to use memos and when to use letter form, how to set them up, how to address envelopes. Correspondence becomes unnecessarily muddled if too many different persons are involved in it. Make certain that letters are prepared for the signature of the correct person in each case and are directed to the correct person and bureau at the receiving end.

Records and reports.—To check progress and keep each other informed, each section or division prepares periodic reports, usually once a month. Reports call for less memory work if secretaries and executives keep a tally of daily happenings on their desk calendars.

After study and circulation, reports and supporting papers and correspondence go into the files. The only purpose in filing a paper is to be able to find it again, usually in a hurry. Bureaus and offices use various record systems; the Secretary's Record Section in Washington uses a subject numeric system. Department records have often proved unexpectedly valuable; for instance, when rubber became a critical material, folders on guayule and Brazilian rubber provided the desired information. Needless to say, we do not discuss with outsiders the contents of materials in the files.

Clearance and approval.—In an organization as large as the Department of Agriculture, it is always possible that two or three sections of widely separated bureaus may be interested in the same matter and duplicate each other's work. To avoid this, a careful system of "clearance" has been devised to assure a review of new projects and manuscripts by all groups likely to be interested. Suggestions for printed forms, for instance, are studied carefully in the Office of Information, through which all printing clears, to make certain that the smallest number of forms serve the greatest number of needs.



Research projects are all reviewed by the Office of the Research Administrator. Radio speeches and many press releases must be cleared with the Office of War Information. Careful plans must be made for sch clearance, and time allowed for it. On recurring problems, joint committees are set up to expedite action, save time, and save the Government money. Many people regard these review devices as "red tape," but actually they assure expert advice and collaboration.

The mail.—People who write letters to the Government expect prompt, courteous, and complete replies. Often a single letter requires attention from several divisions or bureaus, and the reply must be approved by all interested agencies before it receives the appropriate signature.

Most Department letters go out under frank (free of charge), and must therefore conform to standards set up by law. Bureaus often have control or review clerks who check franked mail just before it goes out to make certain it contains no references to personal business. They also check enclosures and addresses. Letters tend to pile up at the end of the day, so it helps to get mail off early and to send letters a few at a time as they are ready. Personal mail and telegrams should not be sent to offices except in emergencies.

Supplies, economy.—We requisition paper, carbon, envelopes and other essentials from the central supply office on forms provided for the purpose, usually through our bureau business office. The Government has a list of available items with approximate prices, and each division is charged for the materials it receives. The central supply office prefers occasional good-size orders to a succession of small ones, but we try not to accumulate items and send back anything which we no longer want—someone else may need it. In each office one person usually takes care of supplies.



Waste won't win the war. Electricity is power—we turn off the lights when we go out to lunch or leave the office for even a few minutes. We take care of our typewriters—they must serve us until victory comes. Unnecessary copies waste carbons and carbon is critical material. The backs of "dead mimeographing" make good scrap paper and rough copy. Orderly supply cabinets help.

Office housekeeping.—Clean, orderly offices and buildings make a favorable impression on visitors, speed work, reduce fatigue. The cleaning force needs all its time for real scrubbing and dusting. We therefore make use of scrap baskets and waste containers, keep paper picked up, chairs in place. Notice to smokers: Use the ash tray, not the floor, never the waste-paper basket, never the window—stubs burn holes in clothing, and sometimes in car tops.

Information.—The Department Regulations are the rules by which we work. They are binding on members of the Department. New employees should get acquainted with the regulations affecting their work and conduct early in their training period. In addition to the Regulations, there are circulars and memorandums issued by bureau and staff offices on detailed problems and procedures. These are usually filed for reference in each office.

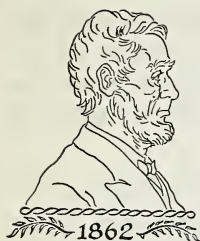
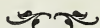
USDA, the Department periodical for its members, comes out twice a month and is circulated through the various offices. It is edited in the Office of Information and distributed by the Office of Personnel. It summarizes much policy information as well as Department happenings. USDA welcomes news and comments from readers, especially from those outside Washington with whom it is difficult to maintain steady contact. If you are not receiving USDA regularly, ask your supervisor or mail clerk for a copy.

Across our desks come many mimeographed pages on Department business. Much of this material does not apply to your job, but some of it is essential. You will soon learn what you need to read thoroughly and what can be passed on with little scrutiny. Some pages will be marked confidential; remember that in war confidential means CONFIDENTIAL—don't talk.

Travel.—Government travel must be approved in advance. A special form, AD 200, called Request for Authorization is provided for this purpose. The Standardized Government Travel Regulations, which you can obtain from your bureau business office, gives further details. Railroad tickets are purchased with special transportation requests; other expenses are on a reimbursement basis (see Budget and Finance Circular 653). If you are planning to attend a meeting outside Government as an official representative, that too, requires special authorization.

YOUR DEPARTMENT

HOW IT STARTED, HOW IT WORKS



The Department of Agriculture was born in a war. President Lincoln signed the Act establishing Agriculture as an independent bureau May 15, 1862. As today, there was a shortage of farm labor and an unprecedented demand for production. An important source of money and goodwill for the North was the export of wheat to England. The Government wished to encourage farmers in every way possible. The Civil War Congress also passed the Homestead Act, opening western farm lands to settlers on easier terms, and the Morrill Land-Grant College Act, granting to each State sections of unsettled territory for the endowment of agricultural colleges.

The Federal Government had been interested in improving agriculture, however, long before 1862. The North America of the Indians had been largely forest, with few native food plants. Franklin, Washington, Jefferson, and other early leaders urged the collection of improved species of plants and animals that would grow here. Washington prized especially a gift from the King of Spain, a jackass which became the ancestor of many American mules, and John Quincy Adams made the collection of rare seeds a regular task of our foreign representatives.

By 1836, Henry Ellsworth, Patent Office Commissioner, had begun distributing plants and seeds to farmers, largely at his own expense. In 1839, Congress gave Commissioner Ellsworth permission to expend \$1,000 of Patent Office funds for agricultural purposes—the first specific appropriation for agriculture.

The great need of the farmer after the Civil War was scientific information—how to combat pests and diseases, how to increase the fertility of soil, how to grow two blades of grass instead of one. He could usually sell all he could raise at a good price. England and Northern Europe bought American cotton, grain, and meat. Foreign money helped build the railroads which carried these products to Atlantic ports, and our farm crops paid the interest on the investment. The Department assembled a staff of scientific experts to experiment on farm problems. In 1889, the Secretary of Agriculture became a member of the President's Cabinet.

Research activities continued to grow. Today most of them are grouped in the Agricultural Research Administration, which includes the Bureaus of Animal Industry; Plant Industry, Soils, and Agricultural Engineering; Dairy Industry; Human Nutrition and Home Economics; Entomology and Plant Quarantine; Agricultural and Industrial Chemistry; Office of Experiment Stations; and the Beltsville Research Center. The Beltsville Research Center is located just outside Washington, and there the Department owns several thousand acres of farm land and has built great laboratories, barns, and central offices for experimental work. Much research is also done in Federal stations, laboratories, and State colleges throughout the country with which the Department cooperates through its Office of Experiment Stations.

Some research achievements have been immensely valuable. In 1889, California orange orchards were dying under the attack of the fluted scale. A Department entomologist discovered in New Zealand a species of ladybug that fed upon the scale; he brought a few here, where they bred rapidly and practically exterminated the scale in a few years. Disease-resistant strains of sugar cane, lettuce, corn, and cotton; control methods for cattle fever, hog cholera, and other livestock diseases; and sprays, aerosols, powders, and gases to destroy lice and insects which threaten our soldiers on various fronts are among the achievements of USDA scientists.

By 1890, the good farm lands of the West had been largely settled, and the country began to talk about conservation. In 1890, the Government set aside the first national forest reserves. The Forest Service was set up to care for them; in 1905, under Secretary Wilson of Theodore Roosevelt's Cabinet, it was placed in the Department of Agriculture. As more people moved into cities and "big business"



took over food canning and processing, consumers found it impossible to check intelligently on the quality of food products, and demanded Federal regulation and inspection. Between 1905 and

1912, a number of regulatory laws—the Food and Drug Act, for instance—were passed and the responsibility for their enforcement was placed on the Department of Agriculture. The drift of population to the cities continued, and there was fear that too few farmers would be left to grow food. In 1914, the Extension Service was set up to cooperate with States in education, home improvement, and other services for rural families.

In the first World War America became a world bread basket, feeding Allied armies and our own, and later, the people starving in devastated regions. Prices rose, new lands were brought into cultivation, and with the help of modern farm machinery United States farmers produced as never before. At the end of the war foreign demand for our food products fell disastrously. Up to 1914 the United States had been a "debtor nation;" that is, foreign investments in this country exceeded our investments abroad, and we owed a balance of interest payments to other countries each year. During the war we loaned so much money to the nations of Europe that we became a "creditor nation," and they now found it difficult to finance purchases from us. For a time we kept our trade going with loans, but repayments proved impossible, and after the 1929 crash there was almost no foreign demand for our farm products. Many farmers had borrowed money in the 1914-18 period to buy more land; they were now unable to repay their mortgages, or even make expenses. The farm quarter of our population got 21 percent of the national income in 1919; in 1921, it received less than 10 percent.



Through the 1920's Congress had debated legislation to help the farmers. In 1933, it initiated a new program designed to adjust farm production to need and markets—the Agricultural Adjustment Act. This was soon followed by the Soil Conservation Act, which emphasizes the improvement of soils, and Farm Security, which provides rehabilitation loans and help for the poorer farmers. Congress also sought to increase domestic consumption by encouraging United States citizens to eat more food. The Agricultural Marketing Service, later absorbed by Food Distribution Administration, was developed for this, and the Federal Surplus Commodities Corporation carried out active programs of school lunches and distribution of food through the stamp plan. To prevent high prices in lean-production years, Secretary Wallace set up the Ever-Normal Granary to keep on hand sufficient quantities of food to meet emergencies; these stocks have helped supply war needs. Farm Credit, Federal Crop Insurance, and Commodity Credit grew up in the 1930's to facilitate farm adjustments to these new situations. Rural Electrification Administration, which has already electrified over a million farms, also had its origin in this period.

Now, during the second World War, the demand on American agriculture is again greater than ever before. The experience the Department has accumulated in adjusting food production and distribution to needs is concentrated in the War Food Administration for the benefit of our Nation and our Allies. Food will be a problem long after the war, and Department planning already reaches out into the future, estimating needs and production possibilities, financing storage and the movement of crops, conducting research in nutrition standards, testing army stores, studying farm labor and machinery allocations. State and County War Boards work with the Department in developing plans.

The various Department bureaus and administrations are serviced by a number of staff offices, some of which are grouped in the Office of the Secretary. These provide space allotments, financial oversight, personnel administration, legal advice, library facilities, and a number of other essential aids to efficient work. The Bureau of Agricultural Economics correlates planning and advises on basic Department programs. The Office of Information helps create the movies, radio and press releases, bulletins and other publications that carry the results of Department research, planning, and achievement to the public. The Office of Foreign Agricultural Relations provides Department contact with foreign agricultural activities of interest to both official and private agencies. The list on the inside cover includes these offices; it also gives the headquarters addresses for all Department agencies—some have been decentralized to less crowded cities.

The Department is an integrated unit in which all we contribute to each other. It has grown as our country has grown, from a handful of employees in Washington (in 1868 there were 47) to our present total of over 100,000 with offices in nearly every county of the United States and representatives scattered throughout the world. No one bureau, office, or job can be classified as more important than any other; whether we file papers, test soils, write bulletins, or oversee foreign shipments, we are all pushing through to one objective: More food, better food, the right food—for the war, for the peace, for the Nation.



APPENDIX

UNITED STATES DEPARTMENT OF AGRICULTURE OFFICE OF THE SECRETARY WASHINGTON

March 5, 1943.

[Memorandum No. 753, Revision 2]

PERSONNEL RELATIONS POLICY AND PROCEDURE

To All Employees of the Department of Agriculture.

Section I. Introduction

It is a part of good personnel administration that employees have access to responsible administrative officials for the discussion of individual problems affecting their status and welfare. In an organization as large as this Department it is natural that questions and problems will arise involving personnel relations. Their prompt and orderly consideration and disposition is consistent equally with efficient administration and the desire of employees.

It is desirable that uniform procedures be expressed and followed which will be fair, orderly, and expeditious. This statement of policy and procedures comes as a result of a need expressed by employees, administrators, and employee organizations alike. It can, of course, be revised as necessary.

Certain fundamentals deserve emphasis. First of all is the fact that the staff of the Department constitutes an organization to carry out a program of public service. Because the Department is an agency of the sovereign Government, Department policies and procedures must conform to national policy. In 1937, President Roosevelt in a statement made clear and understandable certain fundamentals of national policy which are quoted below:

. . . The desire of Government employees for fair and adequate pay, reasonable hours of work, safe and suitable working conditions, development of opportunities for advancement, facilities for fair and impartial consideration and review of grievances, and other objectives of a proper employee relations policy is basically no different from that of employees in private industry. Organization on their part to present their views on such matters is both natural and logical, but meticulous attention should be paid to the special relationships and obligations of public servants to the public itself and to the Government.

All Government employees should realize that the process of collective bargaining, as usually understood, cannot be transplanted into the public service. It has its distinct and insurmountable limitations when applied to public personnel management. The very nature and purposes of Government make it impossible for administrative officials to represent fully or to bind the employer in mutual discussions with Government employee organizations. The employer is the whole people, who speak by means of laws enacted by their Representatives in Congress. Accordingly, administrative officials and employees alike are governed and guided, and in many instances restricted, by laws which establish policies, procedures, or rules in personnel.

. . . Upon employees in the Federal service rests the obligation to serve the whole people, whose interests and welfare require orderliness and continuity in the conduct of Government activities. This obligation is paramount. . . .

Section II. Informal Discussion

Whenever any employee of the Department desires to avail himself of an informal discussion with officials, he should feel free to use that means of making his views known, whether they be suggestions, problems, or grievances. Supervisors shall promptly comply with an employee's request for informal discussions relative to the employee's official duties and welfare, and the employee shall be treated with every consideration and courtesy during such discussions.

Section III. Employee Organization and Representation

1. Every employee has the right to join or to refrain from joining any organization or association of employees, and no employee of this Department and no one seeking employment shall be required as a condition of employment, transfer, promotion, or retention in service to join or to refrain from joining any organization or association of employees.

2. Every employee has the right to consult and confer with supervisory personnel on his own behalf or to designate a representative of his own choice, including an organized group or association of Federal employees, to ask on his behalf for the same purpose. In the exercise of these rights, all employees shall be free from any and all restraint, interference, coercion, or reprisal on the part of associates or supervisors.

3. There shall be no discrimination against representatives of employees of the Department, nor shall employees suffer discrimination because of membership or nonmembership in any organization or association of employees.

Section IV. Procedure on Employee Requests for Information

1. Every employee or his representative has the right at any time to obtain information with respect to rules and regulations governing personnel administration in the Department and with regard to appeal procedures. They are expected to seek such information through regular supervisory channels in the following order: The employee's immediate supervisor, proceeding then through the unit, section, or division head, as the case may be, to the head of the administration or bureau in which employed or to such representatives as the head of the administration or bureau may designate for the purpose, proceeding then to the Director of Personnel of the Department or to such members of the Director's staff as are specifically designated by the Director to supply such information. Requests for information can be made either orally or in writing.

2. Supervisors are directed to comply with reasonable promptness to requests for information of this kind, and if unable to supply such information to refer the employee to the officer to whom the superior is administratively responsible.

Section V. Procedure on Presenting and Appealing Employee Grievances

1. Any complaint or grievance involving working conditions, or status, or growing out of the interpretation or application of rules and regulations governing personnel administration under which the Department or any administration, bureau or subdivision functions, unless otherwise provided for, where existing law or Department regulations permit of administrative discretion, may be presented and appealed by the employee or his representative in the following manner:¹

a. The complaint or grievance should be presented either in oral or written form through established supervisory channels up to and including the head of the administration or bureau. Established supervisory channels means the heads of units, sections, divisions, and the head of the administration or bureau, each of whom shall seek through conference to obtain informally a prompt and satisfactory adjustment.

b. If, in the employee's opinion, reasonably prompt and satisfactory adjustment, through supervisory channels referred to in "a" cannot be obtained, the employee or his representative may appeal to the head of the administration or bureau to which the employee is assigned for a hearing before a board of appeals, and he shall submit at the same time the name of the person who will represent the employee on the board. Notice of the appeal shall be presented in writing and shall state as clearly as possible the issue or cause of action and the pertinent facts as they exist in the opinion of the employee, which statement may be amended subsequently as necessary. It shall be presented in duplicate. Prompt acknowledgment of the receipt of such appeal shall be made to the employee by the head of the administration or bureau, who shall also promptly send a duplicate copy of the notice of appeal to the Director of Personnel.

¹ Employees desiring to appeal their efficiency ratings to the Department of Agriculture Board of Review on Efficiency Ratings, or who desire to file an appeal to the Civil Service Commission on the ground that the proper procedure has not been followed in effecting a reduction in force must use the procedure established by the Civil Service Commission for these purposes and may not appeal under this Section.

(1) When the head of the administration or bureau receives notice of appeal, he or his designated representative shall proceed to the organization of a board of three members to investigate the case, report findings of fact, and make recommendations for a decision. This board shall consist of the representative named by the employee in his notice of appeal and a representative to be selected by the head of the administration or bureau within 5 days (exclusive of holidays) of receipt of the notice of appeal. These two members shall agree upon a third member within 15 days after receipt of the notice of appeal. If these two representatives are unable within the 15-day period to agree upon a third member who is willing to serve on the board, the board shall automatically be dissolved, and the employee and the head of the administration or bureau concerned shall each appoint a different person as representative within 5 days (exclusive of holidays) after dissolution of the board. These two members shall agree upon a third member within 10 days (exclusive of holidays) after dissolution of the board. If they are unable to agree, the two members of the board shall then notify the Director of Personnel who shall select the third impartial member of said board.

(2) This board shall hear witnesses as necessary, including any suggested by the employee, and shall conduct its inquiry expeditiously and in such a way as may be necessary to obtain a clear understanding of the facts. Within 30 days after its selection, unless exception as to time limit is approved by the Director of Personnel, the board shall report its findings and make its recommendations which shall be given careful consideration by head of the administration or bureau in arriving at his decision, which shall be made within 10 days (exclusive of holidays) after receipt of the findings of fact and recommendations. The employee shall be notified in writing of the decision of the head of the administration or bureau and a copy of such decision shall be sent to the Director of Personnel together with a summary of the findings of the board.

c. In case the employee is dissatisfied with the decision rendered by the head of the administration or bureau he or his representative may appeal from that decision to the Director of Personnel of the Department. Written notice of the appeal of the decision, containing a full statement of the reasons for appeal, must be filed in duplicate with the Director of Personnel within 10 days (exclusive of any time the employee may be absent on leave or official business) of the date on which the employee received notice from the head of the administration or bureau. The Director of Personnel shall make prompt acknowledgment of the receipt of the appeal, to the employee, and shall transmit a duplicate copy of the appeal to the head of the administration or bureau concerned.

d. When the Director of Personnel receives notice of appeal he shall seek, by any and all means which he may deem necessary, to obtain a prompt and satisfactory adjustment. He may decide the case on the basis of a thorough examination of the written reports and records if he is satisfied with the sufficiency of the evidence presented therein. He may also consult additional records, persons, or other sources of information.

(1) If the Director of Personnel determines that a further investigation of the case appears necessary, he shall proceed to the organization of a board of three members. This board shall consist of one member to be selected by the head of the administration or bureau concerned, one by the employee, and these two members shall select a third member.

This board shall be authorized to review the record in the case, investigate the facts as necessary, and to hear witnesses. The findings and recommendations of the board shall be placed in writing within 30 days after receipt of the appeal and shall be given careful consideration by the Director of Personnel in making his decision, which shall be made within 5 days after his receipt of the board's findings and recommendations. Regardless of the method of adjustment chosen by the Director of Personnel, his decision shall be rendered within 35 days (exclusive of holidays) after receipt of the employee's written notice of appeal. A notification of his decision to the employee shall be in writing, a copy of which shall be transmitted to the head of the administration or bureau concerned.

e. Employees may appeal in writing from the decision of the Director of Personnel to the Secretary of Agriculture within 10 days (exclusive of holidays) of receipt of the Director's decision.

f. Former employees of the Department are not entitled to an appeal under this memorandum.

g. Boards of appeal shall have full authority in all matters pertaining to board procedure.

h. The Department cannot legally incur travel or other expense for persons not employed by the Department, who are called upon to participate in hearings, either as board members or witnesses. It is the policy of the Department, to have boards of appeal convene in, or as close as possible to, the localities where the appellants and witnesses reside.

i. It is to be clearly understood that any employee shall be free from any and all restraint, interference, coercion, or reprisal on the part of his associates or supervisors in making any appeal or in seeking information in accordance with these established procedures. All appeals shall be considered during the regular working hours of the Department.

Section VI. Efficiency Rating

Information as to procedure for appealing efficiency ratings, if not otherwise available within administrations or bureaus in accordance with Section IV, above, may be obtained from the administration or bureau personnel office or from the Director of Personnel of the Department at Washington, D. C.

Section VII. Classification

1. Any employee, or his duly authorized representative, may inspect his job classification sheet. Such sheets are on file in units under the immediate direction of the head of the administration or bureau, frequently in division and field offices, and in the Office of Personnel. Supervisors are expected to inform any employee or his representative, on request, where such sheets are on file.

2. If any employee has reason to believe that his present position is incorrectly classified and desires to appeal for a change in classification, he may proceed in the following manner:

a. He should first consult his immediate supervisor. If the supervisor is unwilling to take action which results in an accurate description of duties and an appropriate allocation of grade within a reasonable period of time, the employee may proceed through supervisory channels to the head of the administration or bureau or his designated representative on classification matters. If such officials are unwilling to take the necessary action and the employee is still convinced that the description of duties on file is inaccurate or incomplete, he should then prepare a complete, detailed, and accurate statement of his duties in the order of their importance and complexity, indicating where possible the approximate percentage of time given to each duty, the name of the supervisor, and the names of any employees supervised. He should then forward this statement to the Department Office of Personnel.

b. *Washington employees.*—In the case of Washington employees, the Office of Personnel, through its Division of Classification, will make an investigation of the position and advise the employee and the administration or bureau of its findings. If the findings are still unsatisfactory to the employee, he may file a personal appeal on P. C. B. Form No. 13, which he can forward to the Civil Service Commission directly or through the administration or bureau personnel office and the Office of Personnel. If an employee agrees that his classification sheet accurately describes his present duties but he is of the opinion that the duties have been erroneously classified, he should immediately fill out P. C. B. Form No. 13 and forward it directly to the Civil Service Commission or through the administration or bureau personnel office and the Office of Personnel. The Civil Service Commission is the final authority on classification for departmental positions in Washington.

c. *Field employees.*—Because of lack of funds, it is often impracticable for Department classification investigators to make an actual analysis of positions in the field. Consequently, the facts surrounding a field position will be secured by correspondence with the employee and his supervisor. If the facts are agreed to by the employee and his supervisor, a decision may be made without an actual field investigation. If the facts surrounding the position are not agreed to by the employee and his immediate supervisor, an actual analysis will be made where possible. The Civil Service Commission has no jurisdiction over the classification of field positions in the Department of Agriculture.

Section VIII. Establishment of Personnel Relations Section

There is now established in the Office of Personnel of the Department a Personnel Relations Section which devotes its full time to matters pertaining to employee grievances, complaints, and related subjects. Employees located in Washington are at liberty to consult with the Personnel Relations Officer at any time they have failed to obtain satisfaction through the official channels of their own administration or bureau. Field employees may communicate directly by letter with the Director of Personnel.

Each new employee of the Department must be given a copy of this memorandum when he reports for duty.

Claude R. Wickard

Secretary.

A USDA Washington employee addressing a chain envelope for another USDA office in Washington.

[illegible]

Chain envelopes should be legibly addressed to show the name of the individual (if to a person) and the bureau, administration, or office. Mail addressed to the War Food Administration and Agricultural Research Administration should show the name of the bureau or agency and in some instances the name of the branch or division if available. Use of room numbers is not advised as a general practice because of space changes. Initials of bureau or agencies may be used.



SOME PUBLICATIONS ABOUT THE DEPARTMENT OF AGRICULTURE

(Available from the Department Library under call numbers as given)

ACHIEVING A BALANCED AGRICULTURE. A good account of United States agriculture's objectives until interrupted by the war, and suggestive for the future. U. S. Dept. Agr. Unnum. 69 pages. (1 Ag84Ac: Revised 1940)

SCIENCE SERVING AGRICULTURE. Arthur P. Chew. Short stories of scientific discoveries that have helped protect farm crops and animals and increased yields. U. S. Dept. Agr. Unnum. 43 pages. (1 In3S: Reissued 1937)

THE RESPONSE OF GOVERNMENT TO AGRICULTURE. Arthur P. Chew. An account of the origin and development of the Department on the occasion of its 75th anniversary. U. S. Dept. Agr. Unnum. 108 pages. (1 In3Re: Issued 1937)

SOME LANDMARKS IN THE HISTORY OF THE DEPARTMENT OF AGRICULTURE. T. Swann Harding. History, chronological but selected for interesting detail. Agricultural History Series No. 2, 1942. 96 pages. Processed. (1.90 A2Ag8 No. 2)

THE U. S. DEPARTMENT OF AGRICULTURE, ITS STRUCTURE AND FUNCTIONS. Arthur P. Chew. Explains what the various agencies and bureaus do, how, why, and where. U. S. Dept. Agr. Misc. Pub. 88. 242 pages. (1 Ag84M No. 88 Revised 1940) Kept up to date by mimeographed statement on the **STRUCTURE, FUNCTIONS, AND ORIGINS OF THE DEPARTMENT OF AGRICULTURE AND ITS CONSTITUENT AGENCIES** issued at frequent intervals by the Office of Information. (1.914 A20r4: October 1943)

PUBLIC ADMINISTRATION AND THE UNITED STATES DEPARTMENT OF AGRICULTURE. John M. Gaus and Leon O. Wolcott. A satisfying analysis published in 1940 by the Public Administration Service for the Commission on Public Administration of the Social Science Research Council (Chicago). Excellent for reference. 534 pages. (281.12 G23)

For the Act of Congress in 1862 which established the Department of Agriculture, see **HISTORICAL SKETCH OF THE U. S. DEPARTMENT OF AGRICULTURE.** Charles H. Greathouse. (p. 57.) (1 P96B No. 3, 2nd Revision, 1907)

NOTES

WASHINGTON GUIDE

BUILDING PLAN (see back cover).

All four-figure rooms (1435, 0026) are in the South Building. The first figure denotes the floor (basement 0); the second figure, the wing; 0 as the second of the four figures denotes the Independence Avenue corridor; 8 and 9, the C Street corridor. Administration Building rooms have three figures (505, 347W) save in the basement, which have two (26, 32E). W and E refer to the west and east wings; rooms without letters are in the center. The two buildings are joined by bridges on the third floor and by a tunnel east of center in the basement. After 6:30 p. m., use the center doors of the buildings or the South Building entrance at 14th Street and Independence Avenue.

CAFETERIA SCHEDULES

Cafeterias:	Hours
6th floor, 4th wing, South Bldg.....	11 to 2
6th floor, 5th wing, South Bldg.....	7:45 to 8:45 a. m. and 11 to 2
6th floor, 6th wing, South Bldg.....	11 to 2
Beltsville Research Center.....	11:30 to 1:30
Lunchrooms:	
6th floor, between 3d and 4th wings, South Bldg.....	9 to 4:30
Basement, 2d wing, South Bldg.....	10:45 to 2
Basement, Administration Bldg., center.....	8:30 to 4:30
Lunch carts in the 3d-floor corridors.....	11:30 to 1:30

WHERE TO FIND IT

	Extension
Emergency room (blood donor service).....	Room 1038 South.....5530
Guard office (lost and found).....	Room 24 Administration.....3666
Library.....	Room 1052 South.....3434
Department publications.....	Patio, Administration.....4303
Press releases.....	Room 412A.....6114
Space section.....	Room 114W Administration.....6101
Legislative reports.....	Room 112 Administration.....4654
Graduate school.....	Room 1031 South.....5943
USDA editor.....	Room 423E Administration.....4842
Secretary's Records.....	Room 124W Administration.....3320
Credit Union.....	Room 1921 South.....5579
Red Cross activities.....	Patio, Administration.....6229
Passenger Transportation Service.....	Patio, Administration.....4647
Personnel relations and recreational guide.....	Room 528 Administration.....3106



